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SINGLE STOCK FUND
REVIEW AND ANALYSIS PLAN

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SINGLE STOCK FUND REVIEW AND ANALYSIS PLAN

1. Purpose

To describe the strategy, objectives, process, roles and responsibilities for the collection and reporting of SSF key indicators by the SSF Review and Analysis (R&A) Team. Accordingly, this plan lays out an architecture that shows how all the various commands, agencies, and offices contribute to the process of tracking, analyzing, and reporting key indicators in an SSF environment.

2. Background

a. Within the HQDA Office of Deputy Chief of Staff for Logistics (DA ODCSLOG), the SSF Directorate (DALO-SSF) has been the focal point for developing, collecting, analyzing and reporting key indicators for the SSF Milestone 1&2 Demonstration and Implementation. The Directorate for Resource Management (DALO-RM) has had responsibility for coordinating the collection, analysis and reporting of the CSA report.

b. The DA DCSLOG directed that reporting of metrics for the CSA Report would be transferred to DALO-SSF effective after the Feb 01 report. In concert with this change, the Director, SSF has established an SSF R&A Team that will be the central collection agency for logistics and financial key indicators in the SSF environment. Its responsibilities, along with those of supporting agencies, are outlined in this plan.

c. DALO-SSF is not the proponent for the majority of metrics, benefits, and performance measures. For example, some key readiness metrics are already tracked for Army monthly readiness reports. DALO-SM tracks CWT not only for SSF but also for the Velocity Management program. Hence, DALO-SSF would not duplicate that effort in tracking CWT for SSF. Additionally, the SSF Directorate does not generate or produce the preponderance of data used in evaluation. Instead, these key indicators exist today. With few exceptions, data are extracted from the authoritative sources, e.g., AMC's Logistics Support Activity (LOGSA), Integrated Logistics Analysis Program (ILAP) and Standard Army Retail Supply System (SARSS). Data will continue to be retrieved from proponent organizations and systems non-intrusively, to the extent practicable.

d. Metrics, benefits, and performance measures in an SSF environment vary with the program's stages (e.g., MS 1&2, SIT, VIOC) and target audiences. Key indicators will continue to be collected, analyzed and reported to answer specific questions during each SSF milestone. At Figure 1, is the SSF Executive Scorecard, who identifies four categories and their associated key indicators that will be assessed in the SSF environment.

3. Scope

As the ODCSLOG lead, DALO-SSF, is establishing herewith procedures, guidance and focus for SSF data collection, analysis and reporting to multiple audience levels. Participating

organizations and activities responsible for providing selected data, analysis and reports to DALO-SSF are highlighted in the roles and responsibilities section of this plan.

4. R&A Objectives

- a. Establish a R&A Team within the SSF Directorate as the Army's central point to design, coordinate, direct, analyze, integrate and synchronize all facets of the SSF R&A program.
- b. Develop a strategy, standardize procedures and outline roles and responsibilities for data collection, analysis and reporting results of key indicators in an SSF environment on a periodic basis to senior Army leadership.

5. Strategy:

(a) Specific functions include:

- (1) Tailoring the selection of specific data to ensure measurement of all key indicators;
- (2) Establishing the requisite coordination to ensure commonality of approach and agreement by proponent organizations as to the timing, nature, and identification of indicators to be reported;
- (3) Establishing internal and external processes to coordinate the analysis of data;
- (4) Synchronizing efforts to identify and prioritize any needed systems changes to optimize the reporting processes;
- (5) Developing procedures to institutionalize reporting in Army Combat Services Support (CSS) doctrine and policies;
- (6) Developing internal and external reporting mechanisms.
- (7) Analyzing key indicators from a SSF perspective; specifically, identifying direct SSF impacts on key indicators by breaking them down into components/segments, where possible, and examining their underlying causes.

6. Definitions

a. **SSF Executive Scorecard** is comprised of four categories: Materiel Readiness, Financial, Benefits, and Performance Measures. Each of the four categories contains specific metrics, benefits, and performance measures aimed at answering key questions about one important dimension of business. (See Figure 1)

b. **Key Indicators** is a general term that includes metrics, benefits, and performance measures.

1. **Metrics** are sets of objective data that can be analyzed mathematically to determine if a specific system, process or function is meeting or exceeding intended goals. Optimal metrics must have a baseline along with a definable target. These include readiness and financial metrics.

2. **Benefits** are specific (direct and indirect) benefits accruing to the Army due to SSF Implementation and may include items like efficiency indicators, such as savings derived from consolidation of SARSS boxes or from the redistribution of excess stocks.

3. **Performance measures** track the progress of SSF Implementation across major milestones. These are internal measures used by the Director, SSF on program effectiveness and provide trend analysis and will be reported to the SSF Director on a monthly basis

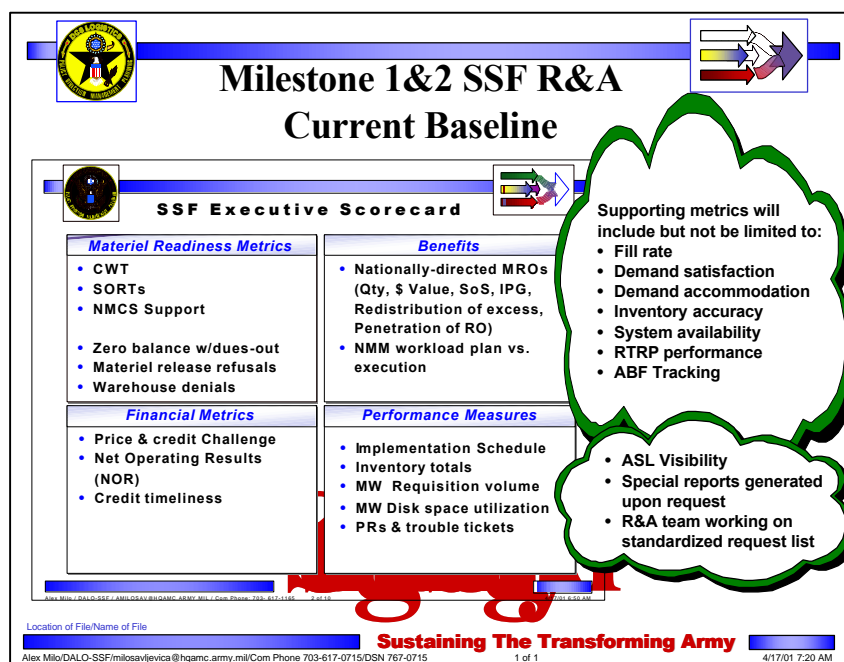
c. **Proponent** is an office that has primary responsibility for collecting, analyzing and reporting a metric, benefit(s), and/or performance measure(s).

7. R&A Framework: SSF Executive Scorecard

▪ Data collection efforts are focused on the four categories: Materiel Readiness, Financial, Benefits, and Performance Measures. See Figure 1: SSF Executive Scorecard.

▪ The SSF R&A Team will use these four categories and their key indicators as the basic framework for tracking performance in an SSF environment. The key indicators will be summarized and reported with accompanying analysis and explanation of performance, e.g., trends, aberrations, and variances (positive/negative) from goals.

Figure 1



- If any of these key indicators exceeds the standard, positively or negatively, the team will analyze supporting metrics (see paragraph 10—key indicator definitions) to determine if trends can be attributed to SSF. The R& A Team will address results in the various reports listed in Table 1.
- All converted sites, other than the former demonstration sites, will be tracked for one year following their conversion to SSF operations. The three former demonstration sites, which have been tracked since May 2000, will be tracked through August 2001 for long-term effects in an SSF environment. Long term tracking serves to assess logistics and financial business operations under the SSF environment to identify any unforeseen potential issues as well as to refine SSF business rules, process or programming, as necessary.
- Key indicators will be provided to the R&A Team IAW the dates listed below in Table 1. The R&A Team will then compile the inputs and prepare the various reports for the different offices, organizations, and commands as appropriate (identified as the target audience) e.g., CSA, GOWG, MACOMs. The target audience varies, depending on the type/level of metric as identified in Table 1.

Table 1
SSF Reports

Report	Target Audience	Reporting Frequency	Data Due to R&A Team	Report Due	Level of Aggregation		
					Army	MACOM	Installation
CSA Report	CSA/VCSA	Monthly	5th business day of each month	Mid-month	X		
GOWG	GOWG	Quarterly	4 weeks prior to GOWG	2 weeks prior to GOWG	X	X	X
SSF Review & Analysis (MS 1&2)	MACOMs	Monthly	10th day of each month	End of month	X	X	X
VIOC *	GOWG	Monthly	1 week after VIOC	3 weeks after VIOC		X	X
MS 3 Review & Analysis *	MACOMs	Quarterly	4 weeks prior to GOWG	2 weeks prior to GOWG	X	X	X

* These reports will be developed pending the conclusion of the Test Integration Work Group (TIWG)

8. Roles & Responsibilities

a. SSF Directorate (DALO-SSF)

- (1) The SSF, Deputy Director is responsible for the overall SSF R&A program.
- (2) SSF Functional Leads are responsible to assess, coordinate, and resolve issues raised by the R&A Team.
- (3) Battelle (to include Battelle subcontractors) will:
 - Form the core of the R&A Team and execute the provisions of this plan

- Design, develop and present required reports in Table 2
- Provide special reports for the Director, SSF as required
- Coordinate as needed with ARSTAF and Secretariat elements concerning reporting of metric for the CSA Report
- Analyze, synthesize, coordinate and review raw data
- Track aberrations and variances (positive/negative) from goals and develop trends
- Coordinate and synchronize reports preparation, presentations and their submissions to target audiences
- Compile and archive data on the SSF Homepage
- Provide password protection administration to the R&A site (Password management and key roster) and monitor the site for security and effectiveness
- Host the Test Integration Working Group (TIWG) for developing Milestone 3 metrics and data collection plan
- Participate in quarterly General Officer Work Group Meetings

(4) KPMG Consulting will:

- Be the primary point of contact for collecting data, external slides and the final preparation of the CSA Report
- Be the primary point of contact for collecting and analyzing data on SSF Benefits
- Provide technical and functional support, as needed
- Assist in analysis and reporting
- Assist with planning the strategy for developing SSF Milestone 3 key indicators and the data collection plan
- Develop an internal plan for executing the strategy ICW the R&A Team
- Participate in quarterly General Officer Work Group Meetings

(5) National Operations Center (NOC) will:

- Provide a point of contact and alternate for Implementation data collection

- Report specific Implementation metrics; provide electronic copies of reports to the R&A Team for Web Page publication
- Provide support for any special requirements as directed by the Director, SSF
- Help gather data to support SSF Benefits collection process for submission to R&A Team. Assist in collection of metrics concerning Middleware performance and evaluation/analysis of AMI & NAMI business activity.
- Assist in analyzing and reporting of Implementation key indicators for converted sites to the R&A Team
- Examine potential impacts of identified Problem Reports and Trouble Tickets on key indicators
- Participate in the SSF Director's monthly R&A program review
- Prepare charts and post key indicators (CWT, MW Disk Utilization, MW Transaction Volume, & Nationally directed MROs: qty & \$ value) to the NOC Status Boards and Implementation team chiefs' designated area
- Assist with developing Milestone 3 key indicators, data collection plan
- Develop an internal plan for executing the strategy ICW the R&A Team
- Participate in quarterly General Officer Work Group Meetings

b. External

(1) DALO-SM will:

- Provide a POC and alternate for providing metrics, benefits, and performance measures for Milestone 1&2 Implementation per Table1
- Analyze key indicators for logistics that feed the CSA report
- Coordinate issue resolution and policy adjustment
- Participate in planning the strategy for developing Milestone 3 key indicators and the data collection plan
- Participate in quarterly General Officer Work Group Meetings

(2) ASA(FM&C) will:

- Provide a POC and alternate for metrics, benefits and performance measures for Milestone 1&2 Implementation
- Analyze key indicators for financial performance that feed the CSA Report
- Coordinate issue resolution and policy adjustment
- Participate in planning the strategy for developing Milestone 3 key indicators and the data collection plan
- Participate in quarterly General Officer Work Group Meetings

(4) Program Analysis & Evaluation/Deputy Chief of Staff for Programs (PAED/DCSPRO) will:

- Ensure that requirements and resources, to include associated manpower requirements, are accurately reflected, uniquely and visibly identified and documented in the Planning, Programming, Budgeting Execution System (PPBES), i.e., the Program Objective Memorandum.
- Facilitate data call for required information with the Resource Formulation Guide each year.
- Participate in quarterly General Officer Work Group Meetings to assess the progress of SSF and the associated resource impacts
- Co-Chair with the Army Budget Office the Army Working Capital Requirements Review Group Meetings to:
 - Minimize the impact of SSF/AWCF surcharge, credit and repair cost increases on OPTEMPO customers
 - Minimize the risks associated with implementation of all milestones of SSF
 - Follow-up execution of SSF to ensure compliance to the extent possible with planned resources
- Participate in preparation for the monthly strategic metrics updates to the CSA.
- Provide representation to key working level meetings, and other related meetings, as required
- Provide recommendations to the SSF Program Manager Office on more efficient processes, and risk management, where applicable. Advise them of related studies, opportunities, sponsored by OSD, OMB, and Congress

- Assist in framing SSF benefits according to the target audience

(4) MACOMs will:

- Provide a SSF MACOM POC designated to receive monthly SSF R&A report
- Provide names of individuals who will assist in developing Milestone 3 metrics and the data collection plan
- Participate in planning the strategy for developing Milestone 3 key indicators and the data collection plan
- Participate in quarterly General Officer Work Group Meetings

(5) AMC will (in addition to the responsibilities above):

- Provide a POC and alternate for implementing its associated with analysis of metrics, benefits and performance measures for Milestone 1&2 Implementation
- Assist in analyzing key indicators

(6) DFAS will:

- Provide a POC and alternate for assisting with metrics, benefits and performance measures for Milestone 1&2 Implementation
- Assist in analyzing key indicators
- Coordinate issue resolution and policy adjustment
- Continue to team with the SSF Directorate in developing the strategy for developing Milestone 3 key indicators and the data collection plan
- Participate in quarterly General Officer Work Group Meetings

(7) Logistics Support Activity (LOGSA) will:

- Provide overall POC for management of the Statement of Work between LOGSA and SSF
- Provide a POC and alternate for the key indicators that require LOGSA database support

- Provide data within system capabilities and/or recommend other data collection sources as required to support this plan
- Provide support for special analysis/reports per the SOW
- Coordinate issue resolution, modification and policy adjustments with the R&A Team lead
- Participate in developing the strategy for developing Milestone 3 key indicators and the data collection plan
- Develop an internal plan for executing the strategy

(8) Army Materiel Systems Analysis Activity (AMSAA) will:

- Assist in analyzing key indicators, as required
- Participate in planning the strategy for developing MS3 key indicators and the data collection plan

(9) Calibre will:

- Provide data and analytical support to DALO-SM
- Perform special analysis for DALO-SSF as required

(10) Army Audit Agency (AAA) will:

- Lead independent assessment of SSF MS3 Verification of Initial Operating Capability (VIOC)
- Participate in all phases of Test & Evaluation (T&E), Test Integration Working Group (TIWG) and workshops/meetings required to support VIOC and Army-wide MS3 Implementation
- Participate in quarterly General Officer Work Group Meetings
- Report independent findings to DA DSCLOG and the Director, SSF as required

9. **R&A reporting strategy.** R&A Team members will brief this plan to the ADCSLOG, DALO-SM, ASA (FM&C), DFAS, and AMC (NMM) and will also address other key aspects of the plan such as coordination, execution and transition.

b. **Key indicator matrix (Table 2).** The matrix provides reporting scheme for the SSF

Executive Scorecard. It specifies the categories, key indicators, proponents and data sources for the standard reports that will be produced IAW the reporting frequencies at Table 1 and submitted to the R&A Team. Reports and supporting narratives will be posted to the SSF Web site (www.army.mil/ssf). MACOM SSF POCs will have access to the password-protected site.

Table 2
SSF Milestone 1&2 Key Indicators

Category	Key Indicator	Proponent	Data Source	Reports		
				C S A	G O W G	S S F R & A
Materiel Readiness Metrics	CWT	DALO-SM	LOGSA ILAP	X	X	X
	SORTS	DALO-SM	ILAP	X	X	
	Zero Balance ASLs w/Dues-Out	DALO-SSF	ATAV-E		X	X
	Materiel release refusals	DALO-SSF	LOGSA		X	X
	Warehouse Denials	AMCLG	LOGSA		X	X
Financial Metrics	Net Operating Results (NOR)	ASA(FM&C)	DFAS	X	X	
	Credit Timeliness	DALO-SSF	STANFINS/ISB/ILAP	X	X	X
	Total \$ value of credit issued	DALO-SSF	STANFINS/ISB/ILAP		X	X
	Credit Challenge	AMCRM	Credit Tables		X	X
Benefits	Nationally Directed MROs (Qty /\$ Value/SOS/IPG)	DALO-SSF	LOGSA	X	X	X
	NMM Plan Execution Actual vs. Plan	AMCLG	NMM Report		X	
Performance Measures	SSF Implementation Schedule	DALO-SSF	SSF Implementation Spreadsheet	X	X	X
	Inventory Capitalized	DALO-SSF	SSF Conversion Spreadsheet	X	X	X
	Middleware Requisition Volume	DALO-SSF	Middleware Report			
	Inventory Migration to tactical level	DALO-SM	TAV/ILAP		X	
	Middleware disk space utilization	DALO-SSF	Middleware Report			
	Problem Reports/Trouble Tickets	DALO-SSF	NOC Report			

10. Key Indicator Descriptions

a. Materiel Readiness.

1. **Customer Wait Time (CWT)**: This measures the total time from customer request to customer receipt. It begins when the request is established in the Unit Level Logistics System (ULLS) and ends when the item is issued to the customer. In assessing SSF's impact on CWT, 4 key segments will be monitored: 1) Date the Document is established (Doc-est); 2) Establishment of the MRO (Est-MRO); and 3) Date that the MRO is cut by the depot (MRO-Dep), and 4) date shipped. The goal for this metric is the DA goal of 21 days.

2. **SORTS**: Status of resources and training systems (SORTS) not making goal by major reportable unit will be provided. Weapons systems reported in SORTs have a 90% goal, while aviation assets have a goal of 80% for UH-60s and 75% for all others.

3. **Zero Balance ASLs w/Dues-out**: This measures the percentage of ASL lines that are at zero balance at a given point in time. SSF Directorate will check zero balance w/dues-out the end of the month. It will be measured against the DA goal of 8%. In assessing SSF's impact on this metric, the following will be monitored: 1) inventory accuracy rate; 2) demand satisfaction; 3) status of referrals; 4) CWT; 5) Dollar Cost Banding (DCB), i.e., was there a recent conversion to DCB? The goal for this metric is the DA goal of 8%.

4. **Materiel release refusals**: This is the ratio of the total number of MROs that cannot be issued to the total number of MROs directed by the National Manager for a given period of time (segregated by high and routine priority). This metric is necessary because more than one system (CCSS and SARSS) will initially direct movement/release of materiel (A5_) from AWCF sites. Materiel available for release may not be accurately reflected at the National level, resulting in a materiel release refusal. This represents systems synchronization issues, not a physical loss. In assessing SSF's impacts on this metric, the following will be monitored: 1) RTRP; and 2) Cycle synchronization between CCSS and SARSS 2AC. The goal is 10%.

5. **Warehouse Denials**: This measures the number of MROs that are rejected at the SARSS-level because items are physically lost or not in their proper location. This represents a real loss versus one on paper. In assessing this metric, inventory accuracy and location surveys will be monitored. The goal for this metric is the DA goal of 1%.

b. Financial

1. **AWCF-SMA Net Operating Results (NOR)**: NOR is an annual measure of AWCF-SMA business success. It represents the AWCF-SMA revenue (defined as gross sales) minus the costs of goods sold (defined as the latest acquisition cost of hardware plus the wholesale cost of operations). The goal is solvency; the fund should neither make nor lose money.

2. **Credit Timeliness**: This measures timeliness of issuing credits for turn-ins to customer units for both serviceable and unserviceable returns. It is measured against the MS 1&2 SSF Business Rule that stipulates a 7-day processing time standard. In assessing this metric the

segments comprising the credit process will be tracked from turn-in to DFAS processing to final issue of credit to the customer. The goal is 7 days.

3. Total \$ value of credit issued: This is the dollar value of all credits issued by the AWCF-SMA to O&M customers upon turn-in of materiel. This is checked to ensure that customers receive all of the credit they are due. The goal is to provide 100% of credit due to each customer.

4. Credit Performance vs. Budget: This measures how well AMI credit projections were made compared to the budget. This is a compliance measure that monitors the Credit Business Rule that states credits will remain stable for one year. There is no goal for this measure.

c. Benefits.

1. Nationally-directed Materiel Release Orders (MROs) – quantity & \$ value: This measures a key SSF benefit stratified in terms of financial and readiness benefits. Financial benefits are based on totaling the dollar value of Nationally-directed (off-post) referrals made from redistributable stock, which equate to procurement offset. All NAMI referrals result in cost avoidance, while AMI referrals may or may not result in a cost avoidance, depending on whether the items were in need or in an excess posture. Readiness benefits are captured by identifying all of those Nationally-directed referrals are made to fill issue priority group (IPG) 01 requisitions. Finally, installation response time for picking, packing and shipping will also be monitored. The goal is to meet the Uniform Materiel Movement and Issue Priority System (UMMIPS) standards.

2. NMM workload plan vs. execution. This will measure the effectiveness of the workload plan's repair quotas being satisfied by comparing actual repair work completed to the annual repair workload plan. NMM will report this quarterly. The goal is to complete 100% of the workload plan's repair quotas.

d. Performance Measures.

1. SSF Milestone 1&2 Implementation: This measures scheduled Milestone 1&2 SARSS-1 Implementation activities against the plan. In particular, it examines whether SSF Implementation for each designated site is on schedule. The final sites will be undergo Implementation on 1 April 2001 and reporting of this measure will discontinue as MS 1&2 Implementation to the Army is completed. The goal is to complete the Implementation on schedule.

2. AWCF-SMA Inventory Totals: This measures the total dollar value of secondary items capitalized into the AWCF-SMA during Implementation of Milestones 1&2. This data is captured upon conversion and will be discontinued with the final conversion of installations in April 2001. There is no goal for this metric.

3. Middleware Requisition Volume: MW transaction volume will be reassessed to further validate MW's capability to handle the transaction volume, especially as transactions increase with the elimination of RON/DON during MS 1&2.

5. Middleware disk space utilization: MW disk space utilization will be monitored and reported internally to further validate results from the SSF Demonstration, which indicated that MW disk space utilization is more than sufficient to handle the transaction volume in an SSF environment.

ANNEX A – Glossary

AAA	Army Audit Agency
ADCSLOG	Assistant, Deputy Chief of Staff for Logistics
AMC	Army Materiel Command
AMI	Army Managed Items
AMSAA	Army Materiel Systems Analysis Activity
ARSTAFF	Army Staff
ASA (FM&C)	Assistant Secretary of the Army (Financial Management & Controller)
ATAV	Army Total Asset Visibility
AWCF-SMA	Army Working Capital Fund - Supply, Management Army
CSA	Chief of Staff of the Army
CSS	Combat Service Support
CWT	Customer Wait Time
DA	Department of the Army
DCB	Dollar Cost Banding
DCSLOG	Deputy Chief of Staff for Logistics
DCSPRO	Deputy Chief of Staff for Programs
DFAS	Defense Finance and Accounting Service
GOWG	General Officer Working Group
HIPRI	High Priority
HQDA	Headquarters, Department of the Army
IPG	Issue Priority Group
ILAP	Integrated Logistics Analysis Program
ISB	Installation Supply Buffer
LOGSA	Logistics Support Activity
MACOM	Major Army Command
MRO	Materiel Release Order
MW	Middleware
NAMI	Non-Army Managed Items
NMCS	Non-Mission Capable-Supply
NMM	National Maintenance Management
NOC	National Operation Center
NOR	Net Operating Results
ODCSLOG	Office of the Deputy Chief of Staff for Logistics
OPTEMPO	Operating Tempo
OMB	Office of Management and Budget
OSD	Office of the Secretary of Defense
PAED	Program Analysis and Evaluation Directorate
POM	Program Objective Memorandum
PPBES	Planning, Programming, Budgeting, Execution System
R&A Team	Review and Analysis Team
RON/DON	Request Order Number/Document Order Number
SARSS	Standard Army Retail Supply System

SIT	Systems Integration Test
SORTS	Status of Resources and Training Systems
SOW	Statement of Work
SSF	Single Stock Fund
STANFINS	Standard Army Financial System
T&E	Test and Evaluation
TIWG	Test Integration Working Group
ULLS	Unit Level Logistics System
UMMIPS	Uniform Materiel Movement and Issue Priority System
VIOC	Verification of Initial Operating Capability